

**Library of Michigan**

**Quality Service  
Audit Checklist  
for  
Cooperatives**

**May 2005**

**Library of Michigan**  
**Quality Service Audit Checklist for Cooperatives**

**Administration Quality Measures**  
**May 2005**

**ADMINISTRATION**  
**ESSENTIAL CORE**

1. There is a full-time director.  
[Note: The Hiawathaland Library Cooperative is grandfathered for this measure.]
2. In compliance with Michigan Statute 397.554, the cooperative develops a written, member-driven Plan of Service, covering a period no longer than 3 years. The plan details services, programs and resources offered that address the needs of its members and delineates board representation. The plan includes a mission statement, goals, objectives, strategies, an implementation schedule and an evaluation plan. To identify and meet the service needs of its members the library conducts a member survey and a needs assessment every year to determine if its services and programs are adequately serving them. The board, advisory council, and director review the plan on an annual basis.  
  
[Note: The cooperatives and the Library of Michigan develop a three-year statewide plan of service. Each cooperative develops an annual plan of service locally in conjunction with the statewide plan, showing how it implements statewide services.]
3. The cooperative follows the current certification levels as found in the current State Aid Guidelines.
4. The director makes available to staff a written personnel policy manual or a union contract approved by its board. The policies are reviewed at least once every two years.
5. The cooperative maintains written job descriptions, including the duties of each position, the salary ranges, and any educational and experience requirements. These are reviewed at a minimum of once every five years.
6. The director develops a system of internal controls to insure the accuracy of accounting records and safeguard assets.
7. The director maintains an annual, or in accordance with union contracts, approach to performance review that measures staff performance to enhance skills and encourage development of productivity.
8. The director establishes an orientation process for new employees.

9. The cooperative pays for an organizational membership in the Michigan Library Association.
10. The cooperative's individual certified staff earns 32 contact hours of continuing education/professional development every three years.
11. The cooperative has the capability to conduct classes and training sessions for members with audio-conferencing within 100 miles of each member library.

#### **ADMINISTRATION ENHANCED - CORE**

1. The cooperative pays for the director's membership in the Michigan Library Association.
2. The director schedules staff meetings on a regular basis with agendas and staff involvement.
3. The cooperative provides an annual staff in-service opportunity.
4. The cooperative's professional staff is certified according to the Michigan Public Library Certification Guidelines.
5. The cooperative maintains a facility separate from its member libraries.  
[Note: The Hiawathaland Library Cooperative and the Suburban Library Cooperative are grandfathered for this measure.]
6. The cooperative has the capability to conduct classes and training sessions for members with video projection within 100 miles of each member library.

#### **ADMINISTRATION EXCELLENT CORE**

1. The cooperative devotes a portion of its general fund-operating budget to continuing education and/or professional development for staff.
2. The cooperative has the capability to conduct classes and training sessions for members with computer stations, interactive white board with copy capability, and video-conferencing within 100 miles of each member library.

19 Administration quality measures total.

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**Governance Quality Measures**  
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Note: There is a second section that covers relations between the board and its director.

**GOVERNANCE**  
**ESSENTIAL – CORE**

1. The board meets at least quarterly and complies with the Michigan Open Meetings Act. The board maintains minutes of their meetings in accordance with state law. The board articulates the mission, values and strategic direction of the Cooperative with recommendations from the Advisory Council.

[Note: The board assures public access to minutes, policies, financial records, and other public documents pursuant to Section 9 of the Open Meetings Act, Public Act 267 of 1976, Michigan Compiled Law 15.269, and to the Freedom of Information Act, Public Act 442 of 1976, Michigan Compiled Law 15.231 et seq.]

2. The cooperative has an Advisory Council, made up of the member's directors, which makes recommendations to the board. A member in good standing is defined by the Plan of Service, which delineates multi-type memberships, fees, and conduct.

3. The board adopts formal written bylaws, including, but not limited to, provisions for selection of board members as detailed in the Plan of Service, description and selection of board officers, description of standing committees and procedures to establish additional committees, notice of board meetings, board meeting frequency, required majority quorum to conduct business, procedure for bylaws revision, procedure for addressing board conflict of interest issues, procedure for resignation due to non-attendance, and procedure for dissolving the Cooperative and disbursement of funds upon dissolution. The board has an attendance policy for Board members.

[Note: The board's bylaws are in compliance with the requirements of the State Aid to Public Libraries Act, Public Act 89 of 1977, Michigan Compiled Law 397.551 et seq., and of the Open Meetings Act, Public Act 267 of 1976, Michigan Compiled Law 15.261 et seq.]

[Note: The board's bylaws provisions cannot conflict with any part of the Cooperative's Plan of Service, as defined in Sections 4 and 9 of the State Aid to Public Libraries Act, Public Act 89 of 1977, Michigan Compiled Law 397.554 and 397.559. Conflicts between the Plan of Service and the bylaws must be resolved by following the required procedures to amend one or both documents.]

4. The board is responsible for approving written policies for all aspects of cooperative services such as services offered, personnel, technology, finance, and public relations. The director or Advisory Council may recommend new written policies to the board, as appropriate. The director is responsible for developing procedures and ensuring the policies are carried out correctly.

5. The board adopts an annual budget. Actual performance is regularly compared to the budget throughout the year, via revenue and expenses comparison and a balance sheet. Variances are resolved in a timely manner. Members have access to financial records and other public documents. Annual financial statements are prepared in accordance with the directives of the Michigan Committee on Government Accounting and Auditing, and the financial statements are audited by an independent certified public accountant.

6. The board conducts an annual orientation for new board members. Examples of information given include:

- List of board meeting dates, including the annual meeting
- Board member list (name, address, phone, and county)
- Director's name and cooperative numbers
- Staff roster and job-descriptions
- Directory of cooperative libraries
- Basic Plan of Service and by-laws
- Map showing cooperative members' locations
- Receipt of a copy of the Michigan Public Library Trustee Manual

7. Board membership is determined by the Plan of Service, with a selection process that ensures representation of all participating libraries. The board may include a mix of member trustees, directors, and/or lay people.

8. The board adopts a written plan describing how it will communicate its plans and actions with its members.

## **GOVERNANCE ENHANCED – CORE**

1. The board meets at least bi-monthly and complies with the Michigan Open Meetings Act.
2. The board reviews all of its service contracts at least once every five years.
3. Board members participate in at least one continuing education opportunity every year.

## **GOVERNANCE**

### **EXCELLENT – CORE**

1. The board adopts a governance model that emphasizes accountability of the Cooperative board in policymaking and advocacy, and delegates the responsibilities of running the cooperative, including personnel policies, to the director.
2. The board sets annual goals for itself.
3. The Cooperative board adopts formal written job descriptions for board members.

**The following are quality measures for relations between the board and its director. The cooperative board hires, monitors (supervises) and evaluates the director. [Note: There are only essential and enhanced measures for these sections.]**

## **HIRES**

### **ESSENTIAL – CORE**

1. The board hires a director who has the minimum certification qualifications required by the Library of Michigan, Department of History, Arts and Libraries, pursuant to section 17 of the State Aid to Public Libraries Act, Public Act 89 of 1977, Michigan Compiled Law 397.567. Below are hiring guidelines:
  - The board conducts an open search for a director.
  - The board conducts open interviews for the director, in compliance with the requirements of the Open Meetings Act, Public Act 267 of 1976, section 8 (f), Michigan Compiled Law 15.268 (f).
  - The board prepares an up-to-date written job description that states minimum qualifications for the director position prior to the search.
  - The board provides candidates with a written description of the director's formal evaluation process and established evaluation procedure.
  - The board specifies the conditions of employment prior to hiring the director.
  - The board adheres to a plan for maximizing the diversity of the applicant pool in the hiring process.

## **HIRES**

### **ENHANCED – CORE**

1. The board provides a written statement of initial expectations and limitations to the director at the time of hire. This includes a written statement of initial expectations, and limitations on the means to achieve those expectations

**MONITORS/SUPERVISES**  
**ESSENTIAL – CORE**

1. The board establishes a regular monitoring schedule and defines what information it needs to receive from the director. Examples include the director's compliance with cooperative's personnel and financial policies.
2. The board requires the director to provide scheduled and regular reports that enable the board to determine whether revenue is managed properly, assets are protected, and financial resources are secured.

**MONITORS/SUPERVISES**  
**ENHANCED – CORE**

1. The board requires the director to provide scheduled and regular reports that monitor the accomplishment of organizational goals (Plan of Service) established by the board.

**EVALUATES**  
**ESSENTIAL – CORE**

1. The board holds the director accountable for the quality of his or her leadership by evaluating the director at least once a year. The board's evaluation of the director is a formal, open process.
2. The entire board has the opportunity to participate in the director's evaluation.

**EVALUATES**  
**ENHANCED – CORE**

1. Cooperative members participate in the evaluation of the director.
2. The board provides constructive feedback on the director's performance throughout the year.

23 Governance quality measures total.

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**Services Quality Measures**  
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**SERVICES**  
**ESSENTIAL – CORE**

1. The cooperative director or designee serves as a telephone consultant to member libraries, offering advice on issues such as personnel, library administration, public relations, technology, strategic planning, collection development, facilities (building and space planning guidance), elections, finance, and library law. The cooperative director serves as a sounding board for library directors and their trustees.
2. The director or designee visits every public member's main library within a three-year period to talk with the library director and tour the library.
3. The director or designee participates in and/or is knowledgeable concerning all Library of Michigan statewide services, and transmits this information to members via online newsletters and/or at advisory council meetings. If the cooperative director is out of the office, there is a mechanism in place to communicate to cooperative members.
4. The director has a clear understanding of state aid, library staff certification, penal fines, QSAC, and how Michigan library are funded. Any questions he or she cannot answer on a timely basis are explored with the Library of Michigan's Library Development personnel until the member library has the correct answer.
5. The cooperative provides at least 3.2 continuing education opportunities every three years (the minimum to renew a Level 7 Certification). The continuing education evaluation form will include space for input on future speakers and topics.
6. Cooperative staff researches, develops and writes grants for the cooperative.
7. The cooperative facilitates members' participation in statewide catalog and interlibrary loan systems.
8. The cooperative develops and maintains a system for interlibrary loan requests outside statewide interlibrary loan systems (MeLCAT).



## **SERVICES ENHANCED – CORE**

1. The director or designee provides in-person consultant services with library directors and boards. For example, he or she may visit a library board meeting to explain and promote QSAC, or work with a library board to hire a new director, giving them places to advertise, lists of questions to ask, lists of questions not to ask, and so forth.
2. In a consultant capacity, and to show support, when asked, the director or designee attends township, county, or city meetings with the library director and board.
3. The cooperative provides at least 6 (six) continuing education opportunities per year.
4. The cooperative provides continuing education opportunities for the various staff levels, positions, and types of libraries in the cooperative.
5. The cooperative provides continuing education in cooperation with neighboring library cooperatives and other associations, such as the Library of Michigan, Michigan Library Consortium, Michigan Library Association, Special Library Association, Michigan Health Sciences Library Association, the library schools at the University of Michigan and Wayne State University, local colleges and universities, and local school systems.
6. The cooperative assists member libraries in writing grants for their institutions by acting in a consultant capacity.

## **SERVICES EXCELLENT – CORE**

1. The cooperative contracts, on a cost recovery basis, with various professionals to provide expert information and advice to member libraries. For example, the cooperative could hire a professional strategic planner for a group of libraries.
2. The cooperative provides at least 8 (eight) continuing education opportunities.
3. The cooperative proposes grants for collaborative groups of member libraries, such as E-rate or online systems. These collaborative groups may include other non-profit organizations.

17 Services quality measures total.

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**Technology Quality Measures**  
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**TECHNOLOGY**  
**ESSENTIAL - CORE**

1. The cooperative provides regional coordination for union catalogs and inter-library loan.
2. The cooperative provides an email discussion list open to all member libraries. For example, this list can be used by:
  - cooperative staff to email agendas, minutes, plan of service, draft policies, and adopted policies as soon as the documents become available
  - member libraries to disseminate local information, ask questions, and query one another.
3. The cooperative provides sources of hardware and software options for member libraries and creates group-purchasing opportunities for commonly used packages. Currently this could include filtering or anti-virus software and hardware purchases.
4. Member libraries can receive technology expertise through cooperative resources. Expertise can range from the director supplying members with pertinent names and Web sites all the way to providing technology staff on-site.
5. The cooperative engages in planning, and development of services with other cooperatives and with the State Library to coordinate and integrate technology services across the state whenever possible. Examples include technology integration: broadband, MeLCAT, ILL, security, and digitization.
6. The cooperative Web site includes an area for continuing education opportunities with schedule, location, CEU eligibility, class information, cost, registration instructions, and links to surrounding cooperatives' websites.
7. The cooperative Web site provides links to the Library of Michigan, MeL, and the Library for the Blind and Physically Handicapped.

**TECHNOLOGY**  
**ENHANCED - CORE**

1. The cooperative facilitates the sharing of resources electronically among members.
2. The cooperative develops a dynamic Web site, which includes:
  - contact information, including phone numbers, addresses, e-mail addresses, and fax numbers;
  - maps and directions with parking instructions to cooperative offices;
  - cooperative personnel with phone numbers and their areas of responsibility and specialty;
  - member libraries with links to their websites;
  - brief history, policies, bylaws, plan of service and member services;
  - board members, board meeting and advisory meeting schedule, and the minutes from both groups.

**TECHNOLOGY**  
**EXCELLENT – CORE**

1. The cooperative Web site provides a site map for its Web content.
2. The cooperative Web site provides links to member libraries' requests for proposals (RFPs) as examples for use by other members.
3. The cooperative Web site is searchable.

12 Technology quality measures total.

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**Advocacy Quality Measures**  
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**ADVOCACY**  
**ESSENTIAL – CORE**

1. The cooperative facilitates advocacy training for librarians, Friends, and trustees at least once every three years.
2. The cooperative provides timely updates on regional, statewide, and national issues important to its members.
4. The cooperative director or designee communicates regularly with state and federal legislators and governmental officials to advocate for the interests of the membership. [Note: The cooperative board determines a cooperative's stance on a particular issue. Individual libraries, if in disagreement, state their own positions separately from the cooperative.]
3. The director or designee attends cooperative directors meetings to focus on the State Librarian's statewide goals, to advocate for member libraries, and to keep lines of communication open with the Library of Michigan.
6. The cooperative participates in statewide public relations and advocacy projects.

**ADVOCACY**  
**ENHANCED – CORE**

1. The cooperative, with other statewide organizations, monitors for and communicates to its members, legislation of importance to its members. The director or designee acts as a liaison and spokesperson locally, regionally, statewide, and nationally for the promotion of libraries and their services.
2. The cooperative supports events designed to bring library staff and trustees together with state and federal legislators. [Note: Depending on the size and location of the cooperative members, such events can be divided by county or region.]
4. When requested, the director or designee supports member libraries working to pass millages by talking to local governments and local media.
5. The Cooperative maintains on its Website a current list of all legislative contacts.

## **ADVOCACY**

### **EXCELLENT - CORE**

1. The cooperative establishes an Advocacy Plan. The plan includes a statement that supports advocacy, and the steps the cooperative staff and members will take to advocate on the behalf of libraries.

[Note: The plan may include an Advocacy Committee, consisting of a mixture of trustees and directors. According to the needs of the cooperative, this committee meets with state legislators and staff, develops continuing education opportunities, develops talking points for legislative issues, obtains commitments from member library trustees to write letters and emails as needed, sets up the legislative network, and any other advocacy duties as needed.]

2. The cooperative, with other statewide organizations, develops and maintains a legislative network (phone or email tree) capable of organizing rapid responses to issues of importance to its members.

3. To educate local and state legislators, the cooperative provides them with continuing education flyers and other promotional materials.

14 Advocacy quality measures total.